

BUDGET 2005

Final



FORT VANCOUVER REGIONAL LIBRARY DISTRICT

Serving Clark, Skamania, Klickitat Counties and Woodland and Yale Precinct in Cowlitz County

Acknowledgements

FVRL Board of Trustees:

Merle Koplan, Chair

Jerry King, Vice-Chair

Jack Burkman

Marilyn Butler

Karen Peterson

Elena Smith

Budget prepared by:

Bruce Ziegman, Executive Director

Patty Duitman, Operations Director

With assistance from:

Mary Devlin, Community Libraries Director

Doreen Turpen, District Resources Director

Sue Vanlaanen, Communications Director

Donna Jones, Hr/Admin Services Manager

Becky Pettigrew, Executive Coordinator

Table of Contents

Acknowledgments.....	i
General Information About the District.....	1
Direction for 2005	2-5
2005 Budget Summary	6-7
Expense Category Distribution	8
2005 Anticipated Revenues	9
2005 Anticipated Expenditures.....	10
2005 Designated Year End Fund Balance	11
Appendices:	
Budget Procedures	13
Fiscal Management Policy.....	14-15
Organizational Chart	16

General Information About the District

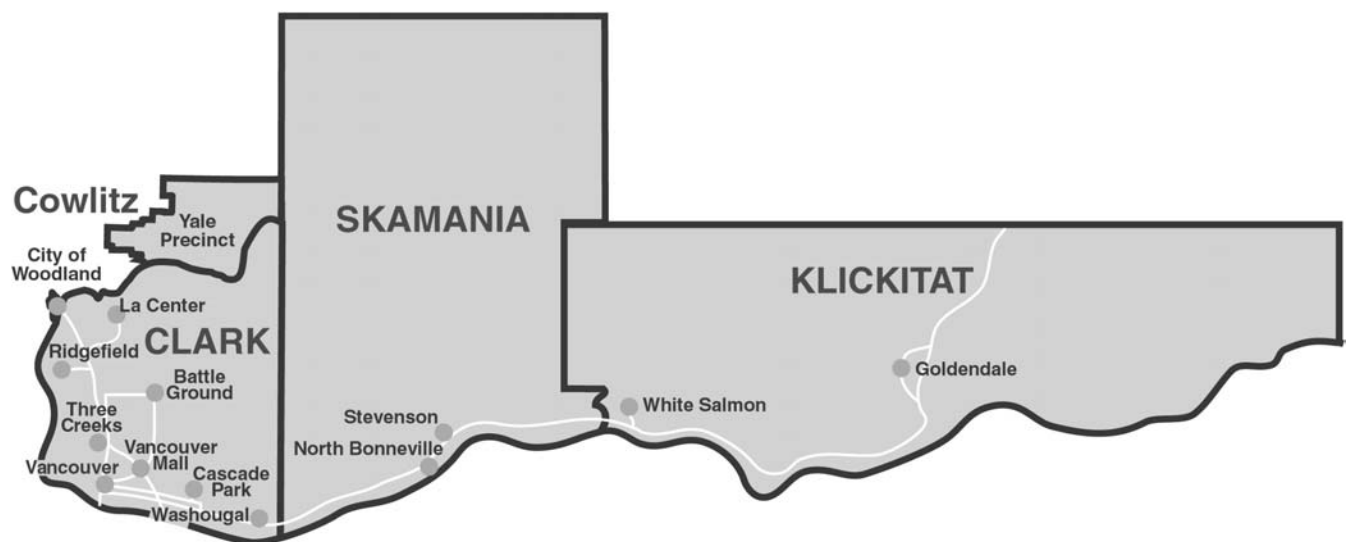
Fort Vancouver Regional Library District, headquartered in Vancouver, Washington, was established in 1950 as the first inter-county rural library district in the state.

The library district now serves the unincorporated areas of Clark, Skamania and Klickitat Counties and the cities of Battle Ground, Bingen, Goldendale, La Center, North Bonneville, Ridgefield, Stevenson, Vancouver, Washougal, White Salmon and Yacolt. It also serves the city of Woodland and the Yale Precinct in Cowlitz County.

With thirteen branch libraries, three bookmobiles, centralized support services and computer linkage, Fort Vancouver Regional Library District provides library and information resources for a population of more than 391,260. The more than 4,200 square-mile library service area includes farm, open range and national forest lands, communities along the Columbia River and expanding urban and industrial areas.

FVRL users enjoy access to more than 770,000 books, magazines, cassettes, CDs and videos. The library also borrows materials worldwide through interlibrary loan and locates hard-to-find answers through a District Information Services reference team. Library users have a wide range of information available to them not only inside the library, but also from home or work through the library's Web site. Users can search the online catalog and place holds on materials. They can also search licensed databases that are part of the library's electronic resources. Using these databases, library patrons can access full-text articles from thousands of magazines and newspapers, search for genealogy information, get credit ratings for businesses and organizations, explore theme-oriented reading lists to find a good book to read, and more.

Bookmobiles carry library services to rural and underserved areas. Branch libraries offer weekly story times for young children; summer reading programs for kids and teens; forums, lectures and book discussions for adults; and many other library events for all ages.



Direction for 2005

Mission

The Fort Vancouver Regional Library, as a governmental body in a democracy, exists: to protect the rights to, and to identify and meet the individual's need for full access to information. The Library will be an excellent and unbiased source of information for the people it serves. The Fort Vancouver Regional Library provides a lifelong learning resource, outside the formal education system, which enables each individual to acquire or to adapt the skills and knowledge necessary to: participate in self-government, be productive, elevate economic stature, enhance humanity, and contribute to enjoyment of life according to full exercise of free choice. (last revised 1989)

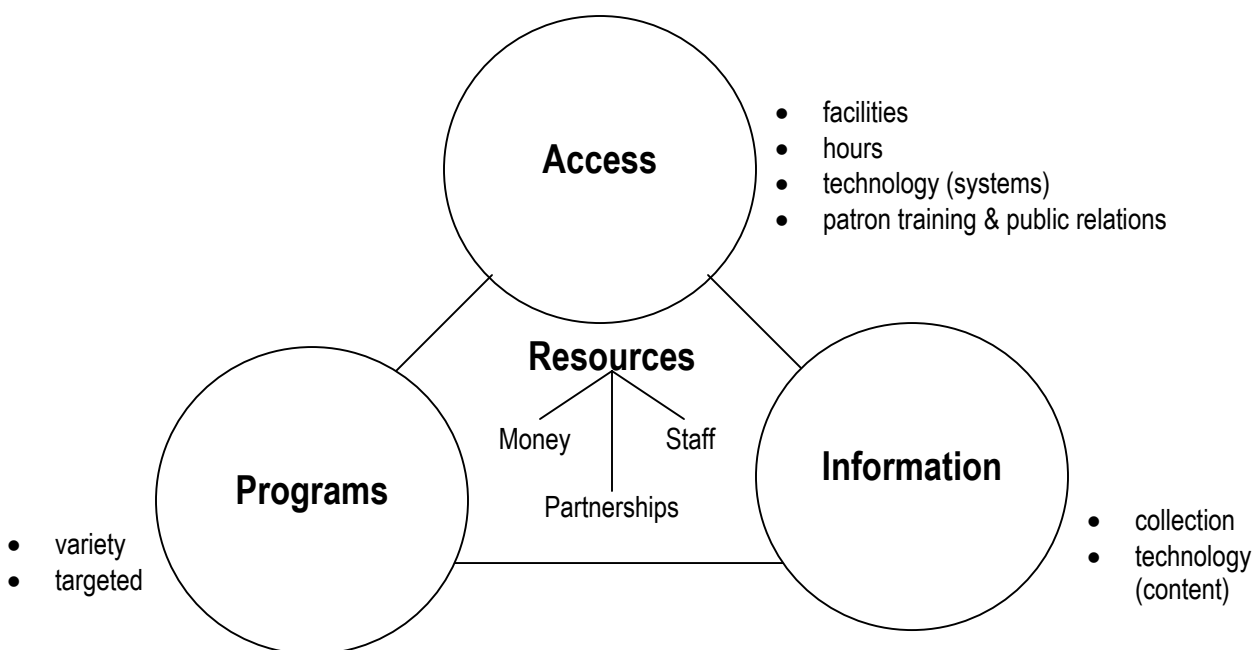
Values and Principles

These values and principles were identified at the Board's 2003 retreat:

- Services are provided free of charge
- FVRL is an efficient, well run organization
- FVRL operates within budget, maintaining adequate reserves
- Individual choice is fostered through a wide range of informational materials and programs
- FVRL is a designated public forum; a marketplace of ideas
- Service is provided equitably throughout the district
- The library does not exist in isolation but is an integral part of the community
- FVRL is the primary information source for the community
- Individual branch identity is encouraged
- Current, appropriate policies are maintained

Service Fundamentals

This diagram, developed at the retreat, illustrates the Board's basic service expectations:



Goals

The following broad goals of the organization are based on the above service matrix:

Provide information

- Maintain a collection of diverse viewpoints in a variety of formats and media
- Maximize provision of electronic information resources
- Cultivate a well trained staff to enhance their value as a significant information resource

Provide access

- Provide a sufficient number of adequately sized library facilities
- Maximize the number of hours library facilities are open to the public
- Assure a well trained staff
- Provide timely, appropriate patron training
- Communicate about resources to patrons / obtain feedback
- Utilize technology to improve quality of access
- Recognize and communicate with staff

Provide programs that enhance information

- Provide a wide range of programs
- Continue to focus on underserved targeted audiences

Apply resources to reflect priorities set within this framework

- Partner with other organizations to achieve organizational goals when the benefit is sufficient
- Allocate staff to priority tasks
- Allocate funds to priority tasks

Priorities for 2005

Overall Priority

- **Strategic Planning.** The overarching priority for 2005 will be to conduct a successful strategic planning process and begin implementation. The process began in August 2004 and will culminate in the presentation of recommended results to the Board at the April 2005 retreat. The process FVRL will use relies heavily on community input. A district-wide planning committee, composed almost exclusively of community members, will meet in November and January to formulate suggested service priorities. Staff and the Board will provide reaction to the committee's recommendations and convert them to an action plan. This process will enhance our community centered service program for FVRL and increased visibility and perceived accountability in the community.

Access

- **Migration to a new Integrated Library System (ILS).** During 2005 FVRL staff will implement a new ILS to replace the Dynix system that has served the district since 1991. Selection of the successful vendor will be completed in the fall of 2004 with contract negotiations to be finished by the end of the year. Implementation and training will begin in the spring of 2005 with all branches and departments fully trained and operational by October 2005.
- **Building Projects.** FVRL will continue to support the efforts of Friends of the Library in Battle Ground and Woodland. The Battle Ground Friends have identified an alternative building site while the City continues to work on prospects for the Parkway and Main location. The \$115,000 bequest toward a new Woodland library has reinvigorated local fundraising efforts.

Programs

- **Emergent Literacy.** FVRL will continue its emphasis on early learning. Though some grant funding has expired we are endeavoring to keep the program afloat as we apply for additional funds. The FVRL Foundation is also actively engaged in fund raising for our early learning program. FVRL remains an active member of the local SELF (Support for Early Learning and Families) collaborative.
- **Teens.** We will continue to build on our successful teen program, which includes Teen Summer Reading, the Tales of Terror contest, Teen 'scape, and YAAB.
- **Community Service Programs.** FVRL offers approximately 3,000 programs per year attended by approximately 90,000 people. These programs encompass the full spectrum of age groups and interests and FVRL plans to conduct a similar level of programming in 2005. The number and nature of the programs will be influenced by the outcomes of the strategic planning process.

Information

- **Web Development.** We will continue to develop convenient access points on our Web site and through our catalog by creating search guides and resource links for high interest and frequently requested information.
- **Email Reference.** Our recently initiated email reference service will be monitored to determine if further development is warranted.
- **Collection Development.** We will begin a process of realigning our collection development priorities to reflect the strategic planning outcomes.

Resources

- **Monitor Expenditures.** Expenditures will be closely monitored to maximize the likelihood that they will not exceed 2005 revenue.
- **New ILS.** Up to \$380,000 in designated reserve funds will be spent in 2005 to migrate to a new Integrated Library System. These funds were set aside from the 1990 special automation levy in anticipation of the need for a new system in 10 to 15 years.
- **Bond Measure or Lid Lift.** The need for new Vancouver and Cascade Park library facilities remains as strong as ever. There is also an urgent need for a levy lid lift due to the one percent property tax limitation instituted by I-747. It is likely that FVRL will undertake either a bond measure or levy lid lift in the fall of 2005. The results of the strategic planning process will provide important information about the direction FVRL should take regarding these two very important needs.
- **FVRL Foundation.** The library will continue to nurture its excellent relationship with the FVRL Foundation making a special effort to work cooperatively on programs and events of mutual interest and benefit.

2005 Budget Summary

Revenue

The 2005 budget is based on estimated revenue of \$14,801,360. This includes an increase of 1% over 2004 property tax revenue plus tax receipts from new construction for a total additional revenue that is \$586,354 above the 2004 actual revenue.

The IPD (Implicit Price Deflator mandated by Referendum 47 as the measure of inflation public entities must use to calculate revenue increases) is anticipated to be 2.6 %. Initiative 747 (which limits public entities to an annual revenue increase of 1% or the IPD, whichever is lower) will have an enormous impact on FVRL's budget in 2005. It is anticipated that a 1% increase will yield a tax rate of \$0.464/\$1,000. If FVRL could levy property tax at the IPD level (a 2.6% increase), an additional \$211,893 would be collected. At \$0.50/\$1,000 FVRL would collect an additional \$1,095,227.

The budget is balanced with an estimated 2004 ending fund balance of \$3,000,000 for a revenue total of \$17,801,360.

Property tax receipts for 2005 will include for the first time revenue from the Yale Valley in the amount of approximately \$60,000.

2005 revenue includes the following estimated amounts, in addition to property tax:

\$198,000	from the FVRL Foundation to cover the cost of the three Foundation staff
\$85,500	from the Three Creeks Library Capital Facility Area to cover the cost of book purchases for the Three Creeks branch
\$31,800	from Contract Libraries for automation services
\$75,000	from Federal "e-rate" discounts
\$40,000	from cable company "PEG" (Public, Education & Government) funds to cover part of the cost of FVRL's participation in the high-speed "iNet" telecommunications network
\$150,000	from timber tax sales

Expenditures

The 2005 FVRL regular budget includes expenditures of \$14,991,092. This is just \$189,732 over anticipated revenue, virtually assuring that expenditures will be equal to or less than revenue. In addition, we anticipate spending up to \$380,000 in reserve funds to acquire, install and train staff on a new ILS (Integrated Library System). These funds were set-aside for this purpose following the 1990 Excess Levy that initially funded FVRL automation.

FORT VANCOUVER REGIONAL LIBRARY DISTRICT 2005 BUDGET

FVRL 2005 Budget Summary, continued

Actual revenue figures will not be available until January 2005, however, we must submit our budget to the counties in which we provide service by early October 2004 and therefore need to rely on estimates. The total budget of \$17,801,360 is balanced by an estimated 2005 Year End Fund Balance of \$2,430,268 (substantially lower due to the expenditure from reserve funds for the new ILS).

Additional noteworthy expenditures and savings for 2005 include the following:

Expenditures

- Incorporates the cost of the negotiated Union agreement (pending Union ratification and board approval) and a commensurate compensation increase for salaried staff, that includes reinstatement of a “step increase” on anniversary date plus a 2.5% across the board increase on January 1, 2005.
- Includes \$7,000 for expenses related to Strategic Planning, such as meeting facilitation and room rental. (Approximately \$20,000 will be spent on this project in 2004)
- Includes the first full year of operational expenses of approximately \$180,000 for the new La Center Community Library.
- Anticipates \$95,000 to open the polls for a Fall 2005 election.
- Continues participation in the MIX consortium in the amount of \$22,892, providing FVRL patrons free use of all library services from Multnomah, Clackamas & Washington County libraries.

Savings

- The training and travel budget remains substantially reduced at \$75,000 below the 2003 level.
- The amount budgeted for new books, magazines, etc. remains at the level to which it was reduced in 2003.
- Changes to FVRL’s overdue notification schedule and books by mail procedures are expected to continue to produce savings in 2005. The supplies and postage budgets remains \$100,000 below the 2003 level.
- Anticipates a \$30,000 reduction in telecommunications expense due to a switch to the SawNet network in Skamania and Klickitat Counties.

Expense Category Distribution

Personnel – 65%

- Salaries
- Wages
- Benefits

Other Services / Charges – 17%

- Legal and consulting services
- Telecommunications
- Postage
- Advertising
- Rentals and leases of equipment and buildings
- Insurance
- Utilities
- Printing
- Training

Library Materials – 11%

- Print, audio cassettes, videos, CDs and electronic resources

Supplies / Small Equipment – 5%

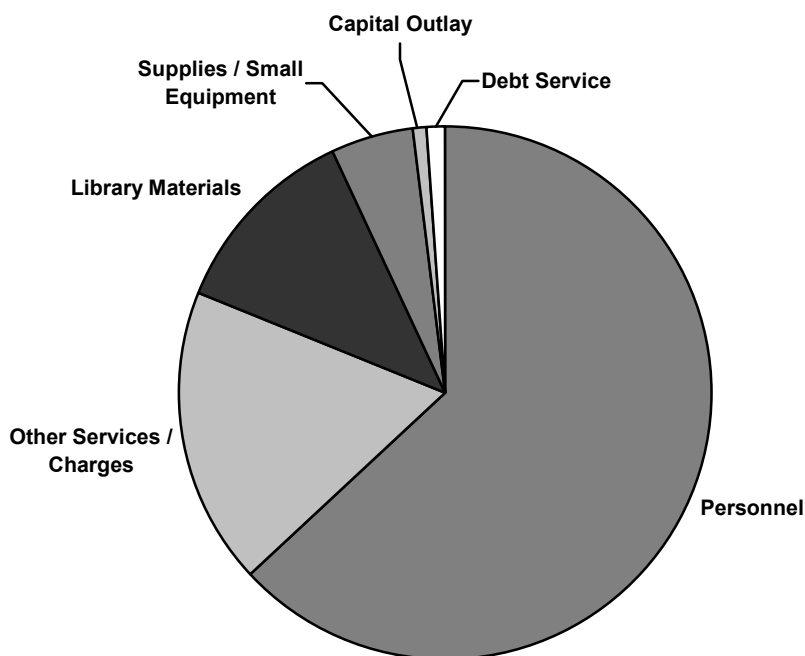
- General operating supplies, e.g., office, programming, processing, mail supplies
- Small equipment valued at less than \$5,000 per item, e.g., chairs, tables, computers

Capital Outlay – 1%

- Capital repairs on buildings
- Purchase of equipment exceeding \$5,000 per item

Debt Service – 1%

- Payment on Cascade Park property



2005 Anticipated Revenues

	2004 PROPOSED BUDGET 08/2003	2004 APPROVED AMENDED BUDGET 04/2004	2005 PROPOSED REGULAR BUDGET 09/2004
ESTIMATED BEGINNING ASSIGNED EQUITY	\$ 3,300,000	\$ 3,353,137	\$ 3,000,000
2003 CARRYFORWARD	-	68,300	-
TOTAL ESTIMATED BEGINNING ASSIGNED EQUITY	<u>3,300,000</u>	<u>3,421,437</u>	<u>3,000,000</u>
TAXES			
311.10 Property Taxes/Clark Co	12,144,560	11,987,188	12,528,014
311.10 Property Taxes/Cowlitz Co.	154,000	169,367	175,893
311.10 Property Taxes/Klickitat Co.	738,324	705,784	727,904
311.10 Property Taxes/Skamania Co.	394,426	380,985	397,868
Subtotal Property Taxes	<u>13,431,311</u>	<u>13,243,324</u>	<u>13,829,678</u>
311.11 Other General Tax	100,000	100,000	100,000
318.20 Leasehold Excise Tax	32,500	32,500	32,500
TOTAL TAXES	<u>13,563,811</u>	<u>13,375,824</u>	<u>13,962,178</u>
INTERGOVERNMENTAL			
332.00 Federal In-Lieu of Taxes	5,000	1,000	1,000
333.00 Federal Grants	-		
334.00 State Grants	-	75,000	
334.00 ESD #112	-	-	61,882
335.02 State Forest Boards/Lands	150,000	150,000	150,000
338.72 Contract - Three Creeks LCFA	85,429	85,429	85,500
338.72 Contract - YVLD	-	-	60,000
338.72 PEG funds	40,000	40,000	40,000
338.72 Contract/Clark County Jail	500	500	500
338.72 Contract - City of White Salmon	5,000	5,000	5,000
338.72 Contract/City of Camas	15,000	15,000	15,000
338.72 Pass-thru/City of Camas	7,100	7,100	7,100
338.72 Contract/Clark College	-	-	-
338.72 Pass-thru/Clark College	-	-	-
338.72 Contract/SW WA Medical Center	5,000	5,000	5,000
338.72 Pass-thru SW WA Medical Center	4,700	4,700	4,700
338.72 Library Foundation - Personnel	-	189,000	198,000
TOTAL INTERGOVERNMENTAL	<u>317,729</u>	<u>577,729</u>	<u>633,682</u>
CHARGES FOR SERVICES			
341.60 Equipment Use Fees	30,000	30,000	30,000
347.21 Non-Resident Borrower Fees	1,000	1,000	1,000
347.90 Lost/Damaged Material Fees	20,000	20,000	20,000
TOTAL CHARGES FOR SERVICES	<u>51,000</u>	<u>51,000</u>	<u>51,000</u>
MISCELLANEOUS			
361.11 Investment Interest	125,000	50,000	50,000
362.00 Rent - Battle Ground Property	6,000	6,000	6,000
367.00 Gifts/Contributions	2,500	2,500	2,500
367.10 Foundation - grants/donations	188,311	75,000	10,000
369.90 Other Miscellaneous	10,000	10,000	10,000
369.90 Other Miscellaneous - E-Rate	75,000	75,000	75,000
395.00 Sale of Assets	1,000	1,000	1,000
TOTAL MISCELLANEOUS	<u>407,811</u>	<u>219,500</u>	<u>154,500</u>
GRAND TOTAL REVENUE	<u>14,340,351</u>	<u>14,224,053</u>	<u>14,801,360</u>
TOTAL REVENUES AND			
ESTIMATED BEGINNING FUND BALANCE	<u>17,640,351</u>	<u>17,645,490</u>	<u>17,801,360</u>

FORT VANCOUVER REGIONAL LIBRARY DISTRICT 2005 BUDGET

2005 Anticipated Expenditures

	2004 APPROVED BUDGET 08/2003	2004 APPROVED AMENDED BUDGET 04/2004	2005 PROPOSED AMENDED BUDGET 09/2004	2005 PROPOSED AUTOMATION BUDGET 09/2004	2005 PROPOSED COMBINED BUDGET 09/2004
PERSONAL SERVICES					
572.00 Personal Services	\$ 9,603,259	\$ 9,553,259	\$ 9,884,196	\$30,000	9,914,196
572.28 Unemployment	10,000	10,000	10,000		10,000
TOTAL PERSONAL SERVICES	<u>9,613,259</u>	<u>9,563,259</u>	<u>9,894,196</u>	<u>30,000</u>	<u>9,924,196</u>
SUPPLIES/SMALL EQUIPMENT					
572.30 Supplies	362,549	362,549	322,189		322,189
572.35 & 38 Small Equipment	274,500	297,500	274,000	257,500	531,500
TOTAL SUPPLIES/SMALL EQUIPMENT	<u>637,049</u>	<u>660,049</u>	<u>596,189</u>	<u>257,500</u>	<u>853,689</u>
LIBRARY MATERIALS					
572.34 Library Books/Materials	1,472,515	1,515,815	1,501,143		1,501,143
572.39 Electronic Resources	214,161	214,161	212,161		212,161
TOTAL LIBRARY MATERIALS	<u>1,686,676</u>	<u>1,729,976</u>	<u>1,713,304</u>		<u>1,713,304</u>
OTHER SERVICES/CHARGES					
572.41 Professional Services	544,580	565,350	548,125	82,500	630,625
572.42 Communications	603,358	603,358	584,558		584,558
572.43 Training	104,395	104,395	121,157	10,000	131,157
572.44 Advertising	37,000	37,000	32,000		32,000
572.45 Rentals/Leases	255,493	255,493	292,920		292,920
572.46 Insurance	130,000	130,000	130,000		130,000
572.47 Utilities	235,650	235,650	238,650		238,650
572.48 Repairs/Maintenance	315,917	315,917	336,646		336,646
572.49 Miscellaneous	183,802	187,802	159,211		159,211
572.50 Intergovernmental Services	124,925	124,925	126,192		126,192
TOTAL OTHER SERVICES/CHARGES	<u>2,535,120</u>	<u>2,559,890</u>	<u>2,569,459</u>	<u>92,500</u>	<u>2,661,959</u>
CAPITAL OUTLAY					
572.62 Buildings/Non-Owned	71,000	71,000	71,000		71,000
594.62 Buildings/Owned	36,000	36,000	36,000		36,000
594.64 Machinery/Equipment	20,000	20,000	10,000		10,000
TOTAL CAPITAL OUTLAY	<u>127,000</u>	<u>127,000</u>	<u>117,000</u>		<u>117,000</u>
DEBT SERVICE					
591.70 Debt Service Principal	48,504	48,504	53,799		53,799
592.80 Debt Service Interest	40,640	40,640	35,345		35,345
TOTAL DEBT SERVICE	<u>89,144</u>	<u>89,144</u>	<u>89,144</u>		<u>89,144</u>
GRAND TOTAL OPERATING EXPENDITURES	14,688,248	14,729,318	14,979,292		15,359,292
Contract libraries' pass-thru	11,800	11,800	11,800		11,800
GRAND TOTAL EXPENDITURES	<u>14,700,048</u>	<u>14,741,118</u>	<u>14,991,092</u>	<u>380,000</u>	<u>15,371,092</u>
ESTIMATED ENDING FUND BALANCE	<u>2,940,303</u>	<u>2,904,372</u>	<u>2,810,268</u>		<u>2,430,268</u>
TOTAL EXPENDITURES AND ESTIMATED ENDING FUND BALANCE	<u>17,640,351</u>	<u>17,645,490</u>	<u>17,801,360</u>		<u>17,801,360</u>

2005 Designated Year End Fund Balance

	2004 APPROVED BUDGET 08/2003	2004 AMENDED BUDGET 04/2004	2005 PROPOSED BUDGET 09/2004
REVOLVING FUND The Board has set a goal of no less than one month of operating expenditures with a target level of three months of operating expenditures to meet ongoing expenses until taxes are collected and adjust to a declining revenue cycle.	\$ 1,441,974	\$ 1,441,974	\$ 1,312,939
PLANNING AND DEVELOPMENT FUND Funds for responding to opportunities to deal with growth and change in the District.	737,339	737,339	737,339
BRAD PACE MEMORIAL FUND Funds in memory of Brad Pace to be used for books in Stevenson/North Bonneville.	6,153	6,153	5,153
EQUIPMENT AND FACILITIES FUND Funds for equipment replacement and building improvements.	185,568	185,568	185,568
1990 SPECIAL LEVY			
AUTOMATION FUND Funds to be used for a replacement Integrated Library System.	517,000	517,000	137,000
BOOKS AND LIBRARY MATERIALS FUND Funds from 1990 Excess Levy for purchase of library materials responding to collection needs.	52,269	52,269	52,269
DESIGNATED YEAR END FUND BALANCE	<u>\$ 2,940,303</u>	<u>\$ 2,940,303</u>	<u>\$ 2,430,268</u>

Appendices

Budget Procedures

Fort Vancouver Regional Library District adheres to the statutory provisions of RCW 27.12 and works in accordance with Library Board By-Laws in developing and approving the annual budget.

Budget appropriation is controlled by the fund level and any increase of the total budget appropriation must be authorized by the Board of Trustees.

The budget is prepared in accordance with the chart of accounts of the Budgeting, Accounting and Reporting System (BARS) prescribed by the Office of the State Auditor as authorized under RCW 43.09.200 and RCW 43.09.230.

Significant procedures in the budget process due to legislation requiring an estimated Preliminary Budget prior to setting the Levy amount:

- On or about April 1, the Executive Director issues the Budget Calendar and Budget Preparation Instructions.
- Budget requests are due from Administrative Team members by June 1.
- The Operations Director projects current year expenditures, year-end carryover, and anticipated revenue by July 1.
- The Executive Director prepares a preliminary draft budget for review by the Finance Committee prior to the September Board meeting.
- No later than the October board meeting, the Executive Director submits to the Board of Trustees a proposed operating budget for the fiscal year, commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them.
- After conducting the public hearing, and prior to October 15, the budget is legally enacted through passage of a resolution by the Board of Trustees.
- Copies of the adopted budget are submitted to the Boards of Commissioners of counties serviced by the FVRL District in October.

The budgeted amounts are as originally adopted or as amended by the Board of Trustees.

Budgets are adopted on a basis consistent with generally accepted accounting principles as applicable to governments.

All appropriations not expended by December 31, will revert to the fund balance.

Revised 8/18/04

Fiscal Management Policy

The Fort Vancouver Regional Library District (FVRL), as a political subdivision of the state of Washington, recognizes it has financial responsibility for the management and investment of taxpayers' money. To set direction, monitor and review the library's financial health, and to fulfill the obligations of the public trust, the Board of Trustees of the Fort Vancouver Regional Library District establishes the following fiscal management policy:

1. FVRL will maintain an agreement with the Clark County Treasurer to serve as FVRL's fiscal agent per R.C.W. 27.12.160.
2. FVRL adopts the Clark County Investment Policy as the library's investment policy. The Library Executive Director will designate a fund manager as required in the county's policy.
3. FVRL will participate in the Clark County Investment Pool program.
4. To insure that operating expenses are not funded by short-term loans FVRL will maintain monies in its Designated Fund Balance Revolving Fund at no less than one month of operating expenditures with a target level of three months of operating expenditures.
5. The Executive Director will establish and maintain cash management procedures.
6. FVRL will not fund its general on-going operating expenses from excess levies that require recurring voter approval.
7. FVRL will follow the prescribed *Budget, Accounting, and Reporting System* (BARS) as outlined by the state of Washington.
8. No employee will be paid for more than 240 hours of vacation at time of separation from the library. FVRL does not provide for cash payment of accumulated sick leave at separation.
9. Financial reports shall be submitted to the Board no less frequently than quarterly. The Board shall receive a copy of the annual report after it is filed with the state of Washington.
10. FVRL will seek information about and take appropriate action concerning legislation affecting the funding of library districts.
11. FVRL will explore funding from multiple sources, e.g. grants, partnerships and fees.
12. The Finance Committee of the Board will review with the Executive Director the details of budget proposals and advise the full board concerning these matters.
13. By general policy, library branches will be built using bond funds, Library Capital Facility Area (LCFA) bond funds, special levies, fundraising and a modest amount of operating funds when appropriate.
14. FVRL is the custodian for accounts held under IRS plans 457 and 401A. The library has no liability for losses under such plans, but does have the duty of due care that would be required of a prudent investor. The library will not use the assets to satisfy the claims of general creditors.

FORT VANCOUVER REGIONAL LIBRARY DISTRICT 2005 BUDGET
Fiscal Management Policy, continued

15. FVRL will maintain adequate insurance policies or self-insurance reserves to pay all claims against FVRL.

Board approved:

Original Policy: September 26, 1988 (for Fiscal Years 1989, 1990, 1991)

Revised Policy: October 14, 1991

Revised Policy: April 14, 1997 (for Fiscal Year 1997)

Revised Policy: May 14, 2001

Revised Policy: September 9, 2002

Revised Policy: June 10, 2003

Reaffirmed: September 13, 2004



Fort Vancouver Regional Library District

Organizational Chart 2005

